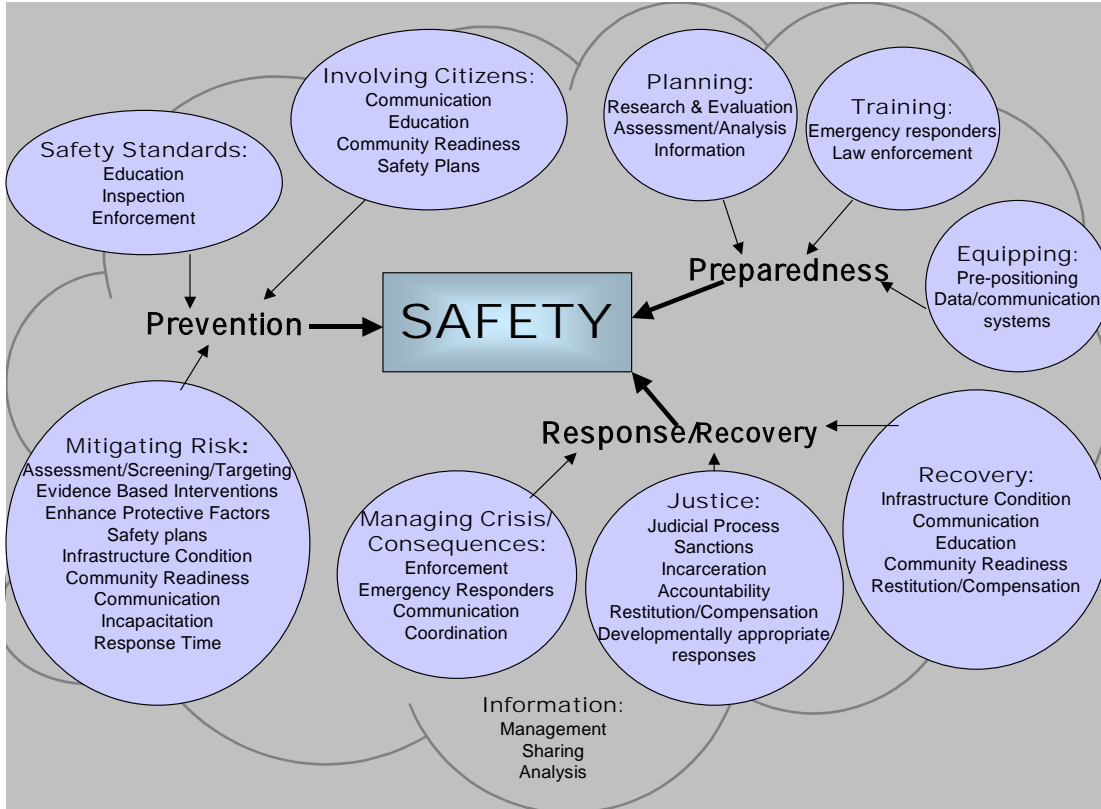


Improve the Safety of People and Property Tollgate #2

1. Map of Causal Factors



2. Assess the performance progress in this result area-Update (New information since Tollgate #1 only)

Compared to about ten years ago:

- We are better prepared for terrorist attack or natural disaster. But there is greater actual risk of terrorist attack.
- We are more vulnerable to internationally transmitted and zoonotic diseases.
- We have less violent crime, and slightly less property crime. However, recidivism rates are about the same.
- Sexual abuse of children is down by almost half. But there is increased fear and concern about sex offenders in communities.
- Identity theft and cyber-crime are growing, facilitated by new technology.
- Victims of crime get more help, have more information and a greater voice in the justice system.
- There are fewer vehicle accidents and drunk driving deaths.
- There are fewer serious accidental deaths and injuries of most types (notable exception: fatal drug overdoses have doubled).

Areas of success:

- Emergency responders are better trained and equipped, especially for large-scale or complex emergencies.
- More effective planning is underway for natural or man-made disasters.
- More effective drug treatment is available in the criminal justice system.
- “Enhanced” 911 coverage lets dispatchers locate callers (but not yet all cell phones).
- Technology helps more in catching criminals (e.g. Livescan, DNA, cell phones), and in responding effectively to emergencies (e.g. geo-mapping).
- There is more monitoring of sex offenders (e.g. registration, notification).
- There is more monitoring and supervision of high-risk adult offenders.
- There is more emphasis on safety of places in adult offender supervision.
- There are more effective interventions to reduce recidivism among offenders.
- More violent offenders are incarcerated, thereby prevented from committing new crimes, for longer periods.

Performance gaps:

- Costs of response are related to lack of appropriate investments in prevention.
- The gap is growing between risk of terrorist attack and our ability to prevent, prepare, or respond.
- Analysis and sharing of existing data among agencies and programs is inadequate.
- There is inadequate ability to analyze criminal intelligence at the state level.
- There is no consistent, interoperable statewide emergency communications system.
- Much privately owned infrastructure is too vulnerable. Owners are reluctant:
 - To acknowledge vulnerability because of fear of higher insurance costs, and
 - To pre-position replacement equipment when repair will cost less.
- There is inadequate medical “surge capacity” to deal with major disease outbreaks.
- Capacity to deal with complex animal disease outbreaks or threats to the food chain is unknown.
- Drug treatment within and outside the criminal justice system is still far short of need
- Treatment for mental illness and co-occurring disorders is far short of need.
- Offender confinement time does not meet its potential to produce behavioral change.
- Jail and prison overcrowding reduce our ability to confine and safely manage dangerous offenders.
- Offenders’ transition from confinement to community needs improvement.
- Citizens’ confidence in safety is reduced by perceptions of the criminal justice system.

Most significant opportunities to improve results:

- Greater focus on effective prevention, mitigation of harm, and preparedness.
- Increased access to treatment for drug abuse and mental illness, in justice system and communities.
- Greater focus on data-driven strategies and articulating their effectiveness.
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- Greater focus on information technology (both communications and data-sharing) and analysis.
- More focused use of confinement resources for offenders, including interventions to reduce recidivism.

3. Propose high-level purchase strategies for this result area. What are the key areas where the state should take action, and how (if known at this point)?

PREVENTION

- SAFETY STANDARDS
 - License drivers and regulate driver safety.
 - Regulate professionals who affect public safety.
 - Enforce codes (e.g. building, traffic) and safety requirements.
- INVOLVING CITIZENS
 - Enable, motivate, and educate citizens to prevent crime, fires, and accidents, and prepare for disasters.
 - Equip and engage crime victims to avoid further victimization of themselves and others.
- MITIGATING RISK
 - Confine dangerous offenders.
 - Provide rehabilitation services to offenders.
 - Re-integrate offenders into communities successfully after release.
 - Engage in directed patrol on transportation routes and in communities.
 - Provide effective, targeted crime prevention services.
 - Treat substance abuse and/or mental illness.
 - Improve infrastructure safety (e.g. lights, speed bumps, road and building design).
 - Reduce population and construction in areas at high risk of natural disaster.
 - Manage public lands and other property to reduce fire and other hazards.
 - Market and reward prevention investments and activities.

PREPAREDNESS

- **PLANNING**
 - Collect, analyze, and share criminal intelligence, hazard data, and community risk information.
 - Assess threats to public safety, natural resources, and critical infrastructure.
 - Plan for response to emergencies and disasters, including interagency coordination.
 - Ensure interoperability of communication and information systems.
 - Evaluate prevention, intervention, and response strategies.
- **EQUIPPING**
 - Equip emergency responders.
 - Equip law enforcement professionals.
 - Place emergency equipment in public places for public use.
 - Provide interoperable emergency communications.
- **TRAINING**
 - Train emergency responders.
 - Train law enforcement professionals in crime prevention and response.
 - Train citizens, including business sector, in disaster preparedness.
 - Train supplemental (reserve) “surge” resources (e.g. National Guard, medical reserves).
 - Conduct exercises, drills.

RESPONSE/RECOVERY

- **MANAGING CRISIS/CONSEQUENCES**
 - Respond to accidents, fires, disasters, crimes, threats, and other emergencies.
 - Mobilize multi-jurisdiction responses to large-scale emergencies.
 - Investigate crimes, accidents, fires, and disasters.
 - Apprehend criminal offenders.
 - Remove children and vulnerable adults from abusive environments.

- **JUSTICE**

- Adjudicate criminal charges.
- Punish criminal offenders.
- Require offenders to make restitution to victims and communities.
- Civilly commit dangerous persons for treatment.

- **RECOVERY**

- Assist and compensate victims of crimes and disasters.
- Restore infrastructure (better than pre-event).
- Eliminate repetitive property losses.
- Provide safe permanent placements for victims of abuse.
- Treat civilly committed persons.
- Apply lessons learned from events to improve prevention and preparedness.

4. Provide guidance to agencies for budgets, analysis and legislation

A. Identify operational or legal barriers to the implementation of the high-level strategies.

- Investing in prevention seldom reduces response cost in the same fiscal period.
- Multiple jurisdictions have varying authorities, capacities, stakeholders, and priorities.
- Multiple fund sources (including federal) carry different priorities.
- Information systems are fragmented, cultural resistance and legal barriers inhibit data sharing, and agencies have limited capacity to analyze data.
- Perceptions of federal overreaching re privacy create a hostile environment for collecting and sharing criminal intelligence and other data.
- Sentencing laws do not adequately address risk in setting confinement terms.
- Public liability standards discourage creativity and judgment in supervising offenders after release.
- Lack of confidence in the criminal justice system means citizens sometimes do not report crimes, testify, serve as jurors, or participate in community accountability boards or risk management teams.
- Communities' resistance to facility location and activities for offenders reduces effectiveness of post-release transition and increases risk (NIMBY and NIMTO).
- Citizens and communities sometimes resist disaster prevention-based land use planning.
- Citizens are reluctant to disrupt existing infrastructure in order to make long-term improvements.

B. Identify opportunities to reduce the price or improve the efficiency of current services.

- Tie prevention, mitigation, and intervention funding to risk, and to cost-effective, evidence-based practices that reduce risk.
- Improve the effectiveness of evidence-based practices by ensuring adherence to models.
- Reduce public liability for offender supervision and shift savings in judgment payouts to improve benefits in the existing no-fault crime victim compensation system.
- Improve public safety by providing criminal justice practitioners with complete, timely and accurate information, and improve operating efficiency by facilitating integration of disparate justice-related data systems throughout the state.
- Restructure juvenile and adult sentencing to take better account of cost, risk, and service needs.
- Expand place safety initiatives in high-crime neighborhoods and communities.
- Centralize criminal intelligence data collection, analysis, and dissemination in a statewide network.
- Strengthen incentives for drivers and property owners to be insured. Maximize potential of private insurance to pay recovery costs.
- Improve consumer access to business and professional license status and inspection results.
- Consolidate state-level law enforcement services in a single agency.
- Increase use of simulators and other emerging technologies in training drivers, emergency responders, and law enforcement officers.
- Provide financial incentives for local acquisition of communications and data systems that are interoperable with state systems and with each other.
- Include mental health and chemical dependency treatment in public and private health insurance coverage.

C. Identify new initiatives and areas of budget focus that should be pursued based on Tollgate #1 and #2 analysis.

- Combine prevention funding to communities for use based on their needs assessments, but focused on evidence-based (research-validated, “best practice”) programs.
- Shorten post-release supervision of adult offenders, and apply savings to more effective transition back to communities.
- Provide community-based treatment for addicted offenders leaving prison, by converting late prison time to partial confinement.
- Provide mental health services to incarcerated juveniles and adults, to prevent costlier institutional placements and facilitate re-entry into communities.
- Develop lease-purchase alternatives to state prison construction, in combination with local jails if possible.

- Remove limits on Medicaid funding for substance abuse, offsetting costs with savings in health care and other areas.
- Raise the \$750 damage threshold for requiring police to take traffic accident reports, and apply state savings to accident prevention.
- Prohibit studded tires to reduce road repair costs.
- Require or promote development of interoperable information systems allowing for streamlined data entry and management.
- Combine citizen risk-education programs across agencies, seeking synergistic opportunities.
- Restructure the driver licensing and renewal processes based on risk.
- Require vehicle insurers to notify the Department of Licensing when in canceling policies.
- Implement the 2004 state agency hazard mitigation strategy (for natural disasters).
- Implement the 2004 Statewide Homeland Security Strategic Plan.

D. Identify specific research projects and budget proposals that may aid the team's development of the detailed purchase plan in the fall.

- Are criminal background checks cost-effective in preventing crimes by people with unsupervised access to children or vulnerable adults?
- What agencies are doing public education about safety risks – what risks, what budgets, what potential for collaboration?
- What agencies fund or conduct community-based prevention or mobilization? What evidence of effectiveness? What potential to combine?
- What potential means, besides bonding, of financing construction of correctional facilities?
- What justice information integration projects does the Washington Integrated Justice Information Board recommend for funding?